

**Introduction:** The tables below contain information extracted from the Forum's Recommendations Guide, and organized according the Lead/Responsible Group that is currently working on, or likely to take a lead role to address the recommendation.

Lead /Responsible Group	Recommended Activity	Forum Guide #	Source for Reporting
Forum			Maine DHHS/CDC Statute / Legislature State Health Plan (Advisory Council for Health Systems Development) DOL Health Sector Grant Forum Recomm. Report
	Inform and be informed by Governor's Workforce Cabinet, Cabinet members and state policy-makers/administrators	Priority 1E	State Health Plan Goal VII.1 # 5; Forum Report Recom Step 2; HRSA # 8
	Develop a coordinated communication strategy	Priority 1H	State Health Plan Goal VII.1 #; Forum Report Recom Step 3; DOL grant # 2
	Educate legislators and state administrators on health workforce needs (communications)	Priority 1I	DHHS directive- under State Health Plan Goal VII.1 # 3, 4
	Provide input into the state and regional Workforce Investment Act plans. (communications)	1K	Forum Report Recom Step 5; HRSA # 2, 3
	Identify federal initiatives that support health and public health workforce initiatives. (communications)	Priority 1L	State Health Plan Goal VII.3; Forum Report Recomm.Step 3
	Increase the awareness, support and collaboration amongst public and private funders.	4G	Forum Report Recom Step 5; HRSA # 3
	Inventory health workforce information gathering	Priority 2A	State Health Plan VII.1 # 4 and Goal VII.6
	"...review the latest (data) report, discuss health care workforce issues to gather information for the department. "	Priority	MRSA22 sections 256-A, 256B and 257
	"...review findings of the Forum's Report with a designated point of authority in DHHS and the Advisory Council for Health Systems Development to confirm and prioritize strategic objectives and workforce development activities, and to determine the appropriateness of the Health Workforce Forum serving as the advisory group to oversee workforce planning efforts by Fall, 2010.	Priority	Maine State Health Plan Goal VII.I
	Forum's Steering Committee will initiate a communications, membership outreach, and organizational development and implementation plan by Fall 2010 – December 2011	Priority	Maine State Health Plan Goal VII.I
	Develop a Workforce Plan to guide the recruitment, retention and training of a qualified work force to meet the needs of the people of Maine. Special focus should be given to ensuring sufficient resources for the enhancement of Maine's emerging public health system and the primary care workforce including all members of the team – physicians, nurse practitioners, physician assistants, nurses, medical assistants, behavioral health providers, and health IT specialists.	Priority	Maine State Health Plan Goal VII.I
	Develop a sub-committee to address the need for cultural competence among health care providers and the use of auxiliary workers to enhance access to health care, such as	Priority	Maine State Health Plan Goal VII.I

	medical interpreters, cultural brokers, community outreach workers, peer-to-peer support		
	Conduct a literature review to identify outcomes research on recommendations	2G	(no source)
	Assess workforce initiatives before they are implemented for how they will be evaluated	2H	(no source)
	Identify grant funded projects	4H	Forum Report Recom Step 5; HRSA #3
	Identify and pursue grant funds to support health and public health workforce objectives	4I	Forum Report Recom Step 5
	Base scope of practice on evidence based skill sets or competencies that are required to do specific work	Priority 5D	State Health Plan VII.3
	Review Maine's health and behavioral health professional licensing system to consider public health and access to health care	Priority 5E	State Health Plan VII.3
	Encourage the state and long-term care providers to develop workforce development plans	Priority 5F	State Health Plan VII.1 # 1; HRSA
	<b>Secondary:</b> Check with Maine Jobs Council on >planning/data-drive priorities identified for HRSA Planning Grant >Facilitate collaboration between sources of students and employers to address workforce and public health system needs >Establish the Forum to serve as the Maine Health Workforce Industry Council	Priority 1F 3A, B	State Health Plan VII.1 # 1, 3 HRSA #1,2; DOL grant # 1,4;
	<b>Secondary:</b> Coordinate with DOL Grant Advisory/ Staff/LWIBs Identify regional variations in workforce needs and support regional strategies Utilize the 2010 DOL grant to organize at the regional level (DOL Grant 2)	Priority 1G, 3F	State Health Plan Goal VII.1 # 2; HRSA # 2; DOL grant # 2
	<b>Secondary:</b> Establish liaisons with DOL and other grants to coordinate activities	1D	Forum Report Recom Step 3; DOL Grant 3; HRSA # 6, 8
	<b>Secondary:</b> Coordinate with Maine DHHS/CDC for Forum support and recommended actions ( 1A, 1B, 1C, 4C)	Priority 1A,B,C, 4C	State Health Plan Goal VII.1 # 1, 2, 3,4, 5; Forum Report Recom Step 1, 3;
	<b>Secondary:</b> Collaborate with AHEC Inform and prepare students and others interested in pursuing health and public health careers.  Coordinate with educators and others to recruit youth into health and public health careers	3C, D	DOL Grant 1; HRSA # 1,2,4
	<b>Secondary:</b> Work with the Maine COSII Workforce Development Committee and others in Maine addressing the behavioral health workforce needs related to primary care integration and to serving people with co-occurring mental and addictive disorders	Priority 6D	State Health Plan VII.1 # 5
	<b>NEW: 10/14:</b> <b>Transition work/activity to Planning Grant Group</b>		
	<b>NEW: 10/14</b> Discuss continuation of Forum website and addition of a social network component that allows people to add information and comments.		

Lead /Responsible Group	Recommended Activity	Forum Guide #	Source for Reporting
<b>MJC Subcommittee</b>	<b>MJC Subcommittee: HRSA Planning Grant</b>		HRSA State Health Workforce Planning Grant
	Develop a coordinated strategic planning and priority setting process that is data driven and evidence-based	1F	DOL grant # 4
	Identify regional variations in workforce needs and support regional strategies	1G	DOL grant,
	Inventory health workforce information gathering	2A	State Health Plan VII.1 # 4 and Goal VII.6
	Improve educational data regarding Maine's educational capacity and supply pipeline	2	State Health Plan VII.6; HRSA # 1, 2
	Inventory health and public health workforce related initiatives	2F	HRSA #3
	Facilitate collaboration between sources of students and employers to address workforce and public health system needs	3A	DOL Grant 1; HRSA # 1, 2
	Establish the Forum to serve as the Maine Health Workforce Industry Council	3B	State Health Plan VII.1 # 1, 3
	Expand the capacity of existing health care programs, attract dislocated workers, and retain current workers to meet needs by 2020	3I	HRSA-MJC/HRSA Plng
	Address the lack of educational capacity for training primary care and behavioral health professionals through a sustainable workforce development plan	4A	State Health Plan VII.1#5
	Broaden access to health careers education funding for non-college individuals	4D	HRSA #3
	Increase access scholarships and supports for incumbent health care workers	4E	HRSA #3
	Identify DOL and DED support to promote the health sector, as a key variable in economic development	4F	HRSA #3
	<b>HRSA /MJC Workforce Planning Grant Objectives:</b>		
	<i>Analyze State labor market information in order to create health care career pathways for students and adults, including dislocated workers</i>		
	<i>Identify current and projected high demand State or regional health care sectors for purposes of planning career pathways</i>		
	<i>Identify existing Federal, State and private resources to recruit, educate or train and retain a skilled health care workforce and strengthen partnerships</i>		
	<i>Describe the academic and health care industry skill standards for high school graduation, for entry into post secondary education, and for various credentials and licensure</i>		
	<i>Describe State secondary and postsecondary education and training policies, models, or practices for the health care sector, including career information and guidance counseling</i>		
	<i>Identify Federal or State policies or rules to developing a coherent and comprehensive health care workforce development strategy and barriers and a plan to resolve these</i>		
	<i>Participate in programmatic evaluation and reporting activities</i>		
	<i>Under the aegis of the Maine Jobs Council, produce a flexible, sustainable, statewide, comprehensive health workforce development ten year plan utilizing a unique strategic planning method to guide the process.</i>		

Lead /Responsible Group	Recommended Activity	Forum Guide #	Source for Reporting
Maine DHHS/CDC			Forum Statute / Legislature State Health Plan (Advisory Council for Health Systems Development) DOL Health Sector Grant Forum Recomm. Report
	“to convene a health workforce forum to review the latest report (above), discuss health care workforce issues to gather information for the department. The department will develop its health policy and planning decisions and make policy recommendations based on its analysis of the workforce and prepare a report.”	-	Statute/Legislature MRSA22 sections 256-A, 256B and 257
	Establish the Maine CDC Director to lead the state’s health and public health workforce agenda	1A	Forum Report Recommendation Step 1
	Identify funds and in-kind resources to support the Forum’s operations	4C	State Health Plan VII.1 # 1, 3; Forum Report Recommended Step 5
	Establish the Forum as the state’s designated health workforce workgroup <u>3.Maine DHHS</u> will review and amend as necessary statutes (Title 2, section 257) to authorize the Forum’s purpose, structure, work plan/timelines, and reporting responsibilities by Fall 2010/Spring 2011. <u>4.Maine DHHS</u> will assess and secure statute terms and resources to continue, improve and coordinate the collection, analysis and reporting of health workforce data by the Department of Labor, Office of Data Research and Vital Statistics, and the Office of Licensing and Regulatory Services by Fall 2010 – December 2011.	1B	State Health Plan Goal VII.1 # 1, 3,4; Forum Report Recommended Step 3
	Convene the Forum to oversee and coordinate activities	1C	State Health Plan Goal VII.1 # 2, 5; Forum Report Recomm Step 3
	Develop a standardized process to support/introduce legislation	1J	State Health Plan Goal VII.1 # 3; Forum Report Recomm Step 2, 3
	Endorse and pursue the workforce recommendations of the rural health components of the State Health Plan Plan	1N	State Health Plan Goal VII.1 # 5; Forum Report Recomm Step 3
	Commit resources to coordinate the collection, analysis and reporting of health workforce data	2B	State Health Plan VII.1 # 4 and Goal VII.6; Forum Report Recomm Step 4
	Provide guidance regarding data collection	2D	State Health Plan VII.1 # 4 and Goal VII.6
	Develop criteria to assess workforce data and to prioritize types and levels of need and need based data related to high performing health systems	2E	State Health Plan VII.1 # 1 and Goal VII.6
	Recruit and retain non-traditional and unrepresented minority populations into health and public health careers.	3D	DOL Grant 1; HRSA # 1,2
	Expand the number of residencies, clinical experiences and encourage teaching in higher education	3G	(none)
	Promote interprofessional integrated training and practice, particularly in rural areas (integration of behavioral and oral	3H	(none)

	health with physical health)		
	Increase the amount and availability of loans, loan forgiveness or repayment, scholarships or tax incentives	4B	State Health Plan VII.3; HRSA # 3
	Adapt Maine's health professions and payors to delivering care through those new models	5A	(none)
	Work with the Statewide Coordinating Council for Public Health, etc. to address public health workforce needs	6A	State Health Plan VII.1 # 5; Forum Report RecommStep3
	Include HIT and work with HIT leaders in the state like the Office of State Coordinator for HIT	6B	(State Health Plan VII.1 # 5)
	Assess translation and interpreter workforce issues	6C	(State Health Plan VII.1 # 6)
Maine DOL/CWRI	"in conjunction with the Office of Data Research and Vital Statistics to compile and update a health care occupations report;"		Statute/Legislature MRSA22 sections 256-A, 256B and 257
			MJC/HRSA Plng Grant
<b>Lead /Responsible Group</b>	<b>Recommended Activity</b>	<b>Forum Guide #</b>	<b>Source for Reporting</b>
OTHER:			
<b>Maine Dental Access Coalition</b>	Support oral health workforce initiatives	1M	State Health Plan Goal VII.3; Forum Report Recom Step 3
<b>AHEC, Adult Ed, DOL Grant</b>	Inform and prepare students and others interested in pursuing health and public health careers.	3C	DOL Grant 1; HRSA # 1,2,4
(Community Colleges)	Coordinate with educators and others to recruit youth into health and public health careers	3D	DOL Grant 1; HRSA # 1,2
	Build on the Maine Co-Occurring State Integration Initiative (COSII)	3J	None
<b>Co-occurring workgroup</b>	Work with the Maine COSII Workforce Development Committee and others in Maine addressing the behavioral health workforce needs related to primary care integration and to serving people with co-occurring mental and addictive disorders	6D	State Health Plan VII.1 # 5
	Develop incentives/remove barriers to keep workers reaching retirement	5B	(none)
	Utilize career ladders, promote job flexibility, retraining to promote current workforce	5C	DOL Grant 1; HRSA # 1

**Key to Abbreviations/Names:**

**CWRI:** Center for Workforce Research and Information, Maine Department of Labor

**Forum:** Maine Center for Disease Control and Prevention's Health Workforce Forum

**HRSA:** Health Resources and Services Administration, U.S. Department of Health and Human Services

**Maine DHHS/CDC:** Maine Department of Health and Human Services/ Center for Disease Control and Prevention

**Maine DOL:** Maine Department of Labor

**MJC:** Maine Jobs Council

## Key to Workforce Initiatives and Grant Directives:

- I. Health Workforce Statute:
- II. State Health Plan 2010-2012: Workforce-related Goals, Objectives and Tasks
- III. Maine CDC's Health Workforce Forum, Recommendations Guide 2010
- IV. Maine Department of Labor Health Sector Grant, 3/1/10 – 2/28/13
- V. HRSA Proposal, Maine State Health Workforce Planning Grant
- VI. Other: Maine Nursing Grants: RWJ and Earmark Strategic Planning Grant

### I. Health Workforce Statute:

The Maine Public Law, MRSA22 sections 256-A, 256B and 257 provides a baseline, defining the current terms established for addressing Maine's health care workforce needs. *An Act to Ensure an Adequate Supply of a Skilled Health Care Workforce in Maine*,<sup>1</sup> enacted in 2005 and amended in 2007, directs the Maine Department of Labor, in conjunction with the Office of Data Research and Vital Statistics to compile and update a health care occupations report; and directs the Maine Department of Health and Human Services to convene a health workforce forum to review the latest report (above), discuss health care workforce issues to gather information for the department. The department will develop its health policy and planning decisions and make policy recommendations based on its analysis of the workforce and prepare a report.

### II. State Health Plan Workforce Priorities

The *2010-12 Maine State Health Plan* spells out the priorities for the Forum and Maine CDC for addressing Maine's health workforce needs. First, it requires that there be a "strategic and coordinated development plan that takes into account the dynamics of state and regional health service needs, the economy, health policies, licensing and regulatory policies, the demographics and distribution of the current workforce, employers, the education and employment systems and their pipeline of students that supply the future workforce."<sup>2</sup>

GOAL VII.1 to "Ensure an adequate number of qualified professionals to provide accessible quality and cost effective health care," recognizes that "The Forum will continue to have the primary functions to convene stakeholders, build cross-system partnerships to support workforce initiatives, assess workforce needs and issues, and to gather and disseminate information."<sup>3</sup>

The following tasks are listed in the Plan:

"The Health Workforce Forum's Steering Committee will review findings of the Forum's Report with a designated point of authority in DHHS and the Advisory Council for Health Systems Development to confirm and prioritize strategic objectives and workforce development activities, and to determine the appropriateness of the Health Workforce Forum serving as the advisory group to oversee workforce planning efforts by Fall, 2010.

The Health Workforce Forum's Steering Committee will initiate a communications, membership outreach, and organizational development and implementation plan by Fall 2010 – December 2011

Maine DHHS will review and amend as necessary statutes (Title 2, section 257) to authorize the Forum's purpose, structure, work plan/timelines, and reporting responsibilities by Fall 2010/Spring 2011.

Maine DHHS will assess and secure statute terms and resources to continue, improve and coordinate the collection, analysis and reporting of health workforce data by the Department of Labor, Office of Data Research and Vital Statistics, and the Office of Licensing and Regulatory Services by Fall 2010 – December 2011.

The Health Workforce Forum will develop a Workforce Plan to guide the recruitment, retention and training of a qualified work force to meet the needs of the people of Maine. Special focus should be given to ensuring sufficient

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<sup>1</sup> 22 MRSA §256 & 257.

<sup>2</sup> Governor's Office of Health Policy and Finance with the Advisory Council on Health Systems Development. (2010). p. 35.

<sup>3</sup> Ibid.

resources for the enhancement of Maine's emerging public health system and the primary care workforce including all members of the team – physicians, nurse practitioners, physician assistants, nurses, medical assistants, behavioral health providers, and health IT specialists.

The Health Workforce Forum will develop a sub-committee to address the need for cultural competence among health care providers and the use of auxiliary workers to enhance access to health care, such as medical interpreters, cultural brokers, community outreach workers, peer-to-peer support programs and translators.”<sup>4</sup>

GOAL VII.3, regarding access to oral health care, the Forum is assigned the following task:

“Maine Center for Disease Control and Prevention’s Health Workforce Forum, working with the MCDC’s Oral Health Program, dental professional organizations, the Department of Education, FAME, the Maine Technical College System and others – by June 2012

Increase effectiveness of the dental workforce by redefining and expanding the roles of dental and medical professionals, within and according to their respective scopes of practice.

Promote and support distance learning technology to provide dental professional training programs more broadly throughout Maine.

Promote expansion of dental professional educational loan forgiveness programs, especially for those serving at-risk and underserved populations, including in Maine’s free dental clinics.

Support the expansion of Expanded Function Dental Assistant training programs, and encourage the use of uniform (core) curricula by all teaching institutions.

Encourage the expansion of dental professional education loan forgiveness programs, especially for those serving at-risk and underserved populations.”<sup>5</sup>

G VII.6 of the State Health Plan addresses health workforce data and assigns the following tasks to the groups listed below:

“CDC Health Workforce Forum, Department of Labor, Office of Licensing and Regulation, Maine CDC, educational institutions, Vital Statistics and Muskie School

Complete an inventory of available data and sources that are currently being collected of and about Maine’s healthcare workforce.

Determine gaps, redundancies and inefficiencies in the collection and use of that data.

Develop a strategy for streamlining and enhancing the use of workforce data to inform decisions about health workforce planning, policies, practices and opportunities.”<sup>6</sup>

### **III. Maine CDC’s Health Workforce Forum’s 2010 Recommendations Guide: Next Steps**

The Forum compiled recommendations and prepared a comprehensive list of recommendations, highlighting the following next steps:

The Maine CDC Office of Rural Health and Primary Care will continue to be the primary point of contact, coordination, and support for the Forum within state government;

In 2010-2011, the Forum will distill the substantial array of recommendations developed in all sectors of health care workforce development into a coherent action plan. This planning will be conducted in collaboration with professional and trade groups (such as Nursing and Physicians), with state agencies such as DHHS and DOL, with educational institutions, and with employers;

The Forum will continue to provide statewide interdisciplinary leadership for health care workforce planning, and in that context will provide information and support for the State Health Plan, initiatives in state government related to health care workforce development, e.g., the current Maine DOL Health Sector Grant; commissions, boards, councils or other groups within state government; and private sector initiatives related to health care workforce;

The Forum will continue to synthesize the use of high quality data regarding the health care workforce in all its activities, and in this regard continue its close and productive partnerships with the Maine DOL Center for Workforce Research and Information and the DHHS Office of Data, Research, and Vital Statistics;

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<sup>4</sup> Ibid. p. 35-36.

<sup>5</sup> Ibid. p. 38.

<sup>6</sup> Ibid. p 42.

The Forum will continue to coordinate response for potential resource development in the form federal, state, or foundation grants;

#### **IV. Maine Department of Labor Health Sector Grant:**

Development of a health career pathway guidebook/health care career lattice tool

Plan and co-host annual health workforce summit

Facilitation of Health Workforce Forum

Grant activities assigned to the 4 Local Workforce Investment Boards

Grant activities to convene regional and state advisory groups

#### **V. Maine State Health Workforce Planning Grant (HRSA grant 10/1/10-9/30/11)**

Analyze State labor market information in order to create health care career pathways for students and adults, including dislocated workers

Identify current and projected high demand State or regional health care sectors for purposes of planning career pathways

Identify existing Federal, State and private resources to recruit, educate or train and retain a skilled health care workforce and strengthen partnerships

Describe the academic and health care industry skill standards for high school graduation, for entry into post secondary education, and for various credentials and licensure

Describe State secondary and postsecondary education and training policies, models, or practices for the health care sector, including career information and guidance counseling

Identify Federal or State policies or rules to developing a coherent and comprehensive health care workforce development strategy and barriers and a plan to resolve these

Participate in programmatic evaluation and reporting activities

Under the aegis of the Maine Jobs Council, produce a flexible, sustainable, statewide, comprehensive health workforce development ten year plan utilizing a unique strategic planning method to guide the process.

#### **VI. Maine Nursing Workforce Grants:**

Robert Wood Johnson & Bingham funded: *Maine Partners in Education and Practice*

The 2 year project will focus primarily on the topic areas of educational infrastructure and faculty development, with additional emphases on long-term care and geriatric issues. Major objectives of the Maine proposal are to:

delineate and adopt core competencies for nursing practice, which include patient centered care, professionalism, communication, systems-based practice, teamwork and collaboration, evidence based practice, quality improvement, safety, informatics, and leadership (developed by the Massachusetts Collaborative). Add a Maine-based competency: geriatrics;

perform a gap analysis of these core competencies (through survey and focus group work) among recent graduates and preceptors to catalyze education re-design;

convene education and clinical partners to assure adoption in professional school curricula and practice experiences;

expand adjunct faculty opportunities by strengthening clinical preceptor and faculty linkages and relationships; and broaden relationships with a wider range of stakeholders to solidify support for reforms.

At the end of the two-year program, we will have been successful if:

Consensus is reached among the nursing education and clinical sectors regarding core competencies for modern nursing practice in Maine,

Infrastructure is developed for curriculum re-design, where gaps in skill sets are identified and pilots of new educational elements are tested and disseminated,

Bridges are built between the nursing education and clinical sectors that enable identification of a) potential new adjunct faculty in clinical settings and b) training resources to equip the new faculty for their teaching duties.

External evaluation will be provided by the Maine Center for Public Health, a well-respected research and evaluation organization affiliated with Harvard University. Evaluation measures and instruments will be informed by the work of the Massachusetts Collaborative.

**EARMARK funded project to OMNE/Board of Nursing-** (information may be added)